

Structured Interview Guide & Question Bank

Behavioral & Competency-Based Interview Framework | HR Kingsman — Arseel Nasher

■ Use the STAR method: Situation — Task — Action — Result. Score each answer 1–5. Minimum 2 interviewers recommended for senior roles. Keep notes objective and evidence-based.

■ INTERVIEW DETAILS

Field	Details	Field	Details
Candidate Name		Position	
Interview Date		Round	1st / 2nd / Final
Interviewer(s)		Duration	45–60 minutes

■ SCORING SCALE

Score	Rating	Description
5	Outstanding	Provides highly specific, compelling examples with measurable outcomes. Exceeds expectations.
4	Strong	Clear, relevant examples with good detail and positive outcomes.
3	Adequate	Acceptable answer with some relevant examples. Meets minimum requirement.
2	Weak	Vague response, limited examples, unclear outcomes.
1	Poor	Unable to provide relevant examples. Does not meet requirements.

■ SECTION A — BEHAVIORAL QUESTIONS (STAR Method)

#	Question	Score (1–5)	Key Evidence from Answer
1	Tell me about a time you managed a significant conflict between employees or teams. What was your approach and outcome?		
2	Describe the most complex HR initiative you led from concept to full implementation. What obstacles did you overcome?		
3	Give an example of a time you influenced a senior leader to change their approach on a people matter. How did you do it?		
4	Tell me about the largest or most challenging recruitment campaign you managed. How did you measure success?		
5	Describe a major organizational change you led. How did you maintain employee engagement throughout?		
6	Tell me about a time you had to deliver difficult feedback to a manager or executive. What happened?		

■ SECTION B — TECHNICAL / SITUATIONAL QUESTIONS

#	Scenario	Score (1–5)	Notes
1	Walk me through how you would conduct a full HR audit for a 300-person UAE organization in 4 weeks.		
2	An employee claims unfair treatment by their manager. How do you handle this under UAE Labour Law?		
3	You are tasked with reducing attrition by 30% in a manufacturing environment within 12 months. What is your plan?		

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#	Scenario	Score (1-5)	Notes
4	The CEO asks you to cut headcount by 15% while maintaining business continuity. How do you approach this?		
5	How would you implement an HRIS for a 500-person company with operations in multiple countries?		

■ SECTION C — CULTURE & VALUES FIT

#	Question	Score (1-5)	Notes
1	What does being a strategic HR Business Partner mean to you in practice?		
2	How do you balance being a strategic business partner with advocating for employees?		
3	Describe your leadership philosophy. How do you develop people around you?		

■ SCORING SUMMARY

Section	Max Score	Actual Score	Weighted %	Comments
Section A — Behavioral	30			
Section B — Technical	25			
Section C — Culture Fit	15			
TOTAL	70			

■ RECOMMENDATION

Decision	Recommended Next Step	Interviewer Signature	Date
■ Proceed ■ Offer ■ Do Not Proceed			

Interviewer Notes / Observations: